US Army Corps
of Engineers

FEMA

USACE/FEMA 2005 Hurricane Season Critique and 2006 Planning Workshop March 07– March 09 2006 Arlington, TX

US Army Corps of Engineers

USACE/FEMA 2005/2006 Hurricane Season Critique and Planning Workshop
March 07– March 09 2006
Arlington, TX

FEMA

Senior Leaders

Focus Group

Proposed Updates to

USACE/FEMA RAP

Courses of Action (COA)

US Army Corps of Engineers

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FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Clarify role of federal government with specific focus on FEMA's roles and responsibilities. Need clarification. **Priority:** **Obstacles:**	- *Establish a meeting with key responders and DHS/DHS component leadership to discuss.* - *Clarify role of fed government.* - *Clarify authority and ability to push resources in anticipation of needs, even absent of local requests.* - *Establish and quantify metrics for a successful response.* - *Need DHS to establish concept of Ops .* *Phase 1 include all DHS components*	**PDT Lead:** Mike Lowder, FEMA **PDT Members:**

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FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Align/integrate preparedness directorate with operations elements of all levels of government. State/local preparedness has not been integrated with federal preparedness. **Priority:** **Obstacles:**	- *Responders are currently not participating in exercises.* - *Preparedness funding is not meeting historical AAR requirements.* *Need greater contingency planning.* **Date: 1 Jun 06**	**PDT Lead:** Mike Pawlowski, FEMA **PDT Members:**

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FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Fed/state/local entities have operated autonomously. No operational model from the JFO down. **Priority:**	- *Establish a purple (unified) response model.* - *Restore the power of the FCO* *Establish a group to discuss tactics using the model.* - *Translate/integrate ESF structure into JFO structure.* **Date: 1 Jun 06** **Obstacles:**	**PDT Lead:** Mike Lowder, FEMA and Ed Hecker, USACE **PDT Members:**

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FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
In order to make timely proactive decisions to support a coordinated effort, leaders need to have appropriate command authority * at all levels. *the ability to procure, commit, direct, and maintain assets and resources. **Priority:** *Immediate* **Obstacles:**	1. *Re-establish the command roles, responsibilities and missions previously defined by the Stafford Act and further defined by the NRP.* 2. *Conduct a Special Panel review to ensure that decision making authority is commensurate with responsibility at all levels.* 3. *Establish a command philosophy/policy that supports decision making at the lowest possibly level, enables situational awareness, and minimizes duplication of effort.* 4. *Review and update the Stafford Act to reflect the expanded missions of both DHS and FEMA.* 5. *Publish the command structure and ensure that all personnel are aware of their position in the organization.* 6. *Operational construct needs to be*	**PDT Lead:** Mike Lowder **PDT Members:**

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FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Shortage of trained/experienced personnel for disaster response & recovery duties. **Priority:** *Immediate, Long-term* **Obstacles:** 1. 95-95 Project ongoing	*1. Ensure follow-through on resourcing for current FEMA 95-95 initiative; likewise to any USACE hiring initiatives.* *2. Establish joint credentialing criteria for all ERT staff positions.* *3. Identify training requirements for ERT staff* *4. Finalize position descriptions.* *5. Continue creative initiatives to increase surge capability (augment personnel and training).* **Date: 1 Jun 06**	**PDT Lead:** 1. FEMA and USACE H-R 2. FEMA 3. FEMA and USACE 4. TBD **PDT Members:**

US Army Corps of Engineers

Senior Leaders

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Lack of consistent/coordinated Federal/Regional/State plans. **Priority:** *Short-term* **Obstacles:**	*1. Allow for direct coordination between USACE and States.* *2. Emphasize use of Incident Action Planning and ICS in all operations.* *3. Allow for early pre-declaration deployment of USACE teams.* *4. Include ESF-3 in any forward deployment within a State (affected areas), e.g., deploying with a State Emergency Response Team (SERT).* *5. Focus at the mission level, and provide more detailed guidance.* **Date: 1 Jun 06**	**PDT Lead:** 1. USACE 2. FEMA 3. USACE 4. USACE 5. USACE **PDT Members:**

US Army Corps of Engineers

Senior Leaders

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Development of an Incident-specific communications strategy/message (Prior to-, during, and follow-up periods). **Priority:** *Mid-term* **Obstacles:**	*1. Develop a media education agenda to showcase preparedness actions prior to an incident; i.e.:* *- Warehouses;* *- Training activities;* *- US&R training;* *- DMATs; and* *- Focus effort at local media outlets.* *2. Encourage/develop senior leader training to allow for working and decision-*	**PDT Lead:** 1. Joint FEMA and USACE 2. Joint FEMA and USACE **PDT Members:**

US Army Corps of Engineers

Senior Leaders

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Development of an Incident-specific communications strategy/message (Prior to-, during, and follow-up periods). (CONTINUED) **Priority:** *Mid-term* **Obstacles:**	3. *Develop pre-scripted news releases which can be adjusted for initial situations.* 4. *Clearly identify JIC membership.* 5. *Develop a program to showcase emergency support vendors:* - *Commodity providers;* - *Transportation companies;* - *Equipment providers;* - *Debris removal; and*	**PDT Lead:** 3. FEMA 4. FEMA 5. USACE **PDT Members:**

US Army Corps of Engineers

Senior Leaders

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Clearly defining expectations. **Priority:** *Immediate, Short-term, Long-term*	*For all ESF #3 missions, USACE and FEMA will establish clearly defined roles, scope and metrics.* **Date: 1 Jun 06** **Obstacles:** Need to be able to share the expectations with the public/meet expectations of the public.	**PDT Lead:** Joint FEMA and USACE lead **PDT Members:** Chuck Hutchins Dave Boughton Jack Hurdle COL Ben Butler

US Army Corps of Engineers

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FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
The Rapid Needs Assessment process must be improved to provide “real time” assessment. This includes the entire system, cradle to grave for the mission. **Priority:** *1: Immediate* *2, 3. Short-term* *4. Mid-term* *5, 6, 7, 8, 9. Short-term* **Obstacles:**	*1. Conduct a pre-hurricane season identification of all assets dedicated to RNA.* *2. Integrate RNA personnel into initial emergency response teams.* *3. Consider utilization of media reporters into RNA teams.* *a. Gives us the possibility of utilizing their assets and capabilities.* *b. Increases our ability to paint a positive picture of our efforts.* *4. If more RNA capability is required, request additional resources.* *5. Develop National Concepts* *6. Develop National Standards* *7. Develop resources and requirements* *8. Leverage DHS assets into RNA team composition.* *9. Acquire advanced technology to*	**PDT Lead:** **PDT Members:**

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Issue:	Proposed COA/Timeline	Lead/PDT
There is no unified, interoperable, dedicated communications system (voice & data) to support the National Response Plan. System must be downward compatible with existing agency and government systems.* **<u>Priority</u>:** *1. Immediate* *2. Short-term* *3. Long-term*	*1. Need an agency to fund a deliberate technical analysis of these requirements (by experts).* *2. Need an agency to fund a total lifecycle cost for this system (initial purchase, manning, training, maintenance, and replacement).* *3. Need an agency to accept responsibility for implementing the system, developing system, SOPs, exercising the system, and overseeing day to day operations of the system.*	**<u>PDT Lead:</u>** DHS Interagency Group, Mike Lowder **<u>PDT Members:</u>** **This issue is being worked now by DHS to have a communications plan in place. This will include communications hardware. Current emphasis is on Regions VI and IV.*

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FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Pre-declaration expendables – need committed resources early to be prepared. **Priority:** *Immediate* **Obstacles:** May spend dollars not needed.	*When possible, FEMA will request funding at H-96, issue LOG pre-dec no later than H-84, and other Response pre-dec no later than H-72 for all ESF #3 missions.* *Need to determine/clarify the trigger for deployments/define decision points.* *Examine mobilization impacts on personnel.* *Examine impact(s) of multiple venues.* *Assess the policy impacts.* **Date: 1 Jun 06**	**PDT Lead:** FEMA **PDT Members:** Chuck Hutchins Dave Boughton Jack Hurdle COL Ben Butler

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FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Support consolidated logistics at MOB Center and Federal Staging Areas. **Priority:** *Immediate*	*FEMA clearly defines composition of teams at LOG sites to include training requirements.* *Provide integrated FEMA/USACE training.* **Date: 15 April 06** **Obstacles:**	**PDT Lead:** FEMA **PDT Members:** Chuck Hutchins Dave Boughton Jack Hurdle COL Ben Butler

US Army Corps of Engineers

Senior Leaders

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Quality control and quality assurance. **Priority:** *Long-term*	*Review QA/QC cost/benefit analysis to see if cost effective.* *Evaluate risk vs. investment and methods.* **Date: 1 Jun 06** **Obstacles:**	**PDT Lead:** USACE **PDT Members:**

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Senior Leaders

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Shortage of trained/experienced personnel for disaster response & recovery duties. **Priority:** *Immediate, Long-term* **Obstacles:** 1. 95-95 Project ongoing	*1. Ensure follow-through on resourcing for current FEMA 95-95 initiative; likewise to any USACE hiring initiatives.* *2. Establish joint credentialing criteria for all ERT staff positions.* *3. Identify training requirements for ERT staff* *4. Finalize position descriptions.* *5. Continue creative initiatives to increase surge*	**PDT Lead:** 1. FEMA and USACE H-R 2. FEMA 3. FEMA and USACE 4. TBD **PDT Members:**

US Army Corps of Engineers

Senior Leaders

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Lack of consistent/coordinated Federal/Regional/State plans. **Priority:** *Short-term* **Obstacles:**	*1. Allow for direct coordination between USACE and States.* *2. Emphasize use of Incident Action Planning and ICS in all operations.* *3. Allow for early pre-declaration deployment of USACE teams.* *4. Include ESF-3 in any forward deployment within a State (affected areas), e.g., deploying with a State Emergency Response Team (SERT).* *5. Focus at the mission level, and provide more detailed guidance.* **Date: 1 Jun 06**	**PDT Lead:** 1. USACE 2. FEMA 3. USACE 4. USACE 5. USACE **PDT Members:**

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Senior Leaders

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Development of an Incident-specific communications strategy/message (Prior to-, during, and follow-up periods). **<u>Priority</u>:** *Mid-term* **<u>Obstacles</u>:**	*1. Develop a media education agenda to showcase preparedness actions prior to an incident; i.e.:* *- Warehouses;* *- Training activities;* *- US&R training;* *- DMATs; and* *- Focus effort at local media outlets.* *2. Encourage/develop senior leader training to allow for working and decision-*	**<u>PDT Lead:</u>** 1. Joint FEMA and USACE 2. Joint FEMA and USACE **<u>PDT Members:</u>**

US Army Corps of Engineers

Senior Leaders

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Development of an Incident-specific communications strategy/message (Prior to-, during, and follow-up periods). (CONTINUED) **Priority:** *Mid-term* **Obstacles:**	*3. Develop pre-scripted news releases which can be adjusted for initial situations.* *4. Clearly identify JIC membership.* *5. Develop a program to showcase emergency support vendors:* *- Commodity providers;* *- Transportation companies;* *- Equipment providers;* *- Debris removal; and* *- Construction/building contractors.*	**PDT Lead:** 3. FEMA 4. FEMA 5. USACE **PDT Members:**

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FEMA

Ice, Water, Logistics Focus Group

Proposed Updates to

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Courses of Action (COA)

US Army Corps of Engineers

FEMA

ICE / WATER / LOG Group Outcomes

1. **Concept of Operations (CONOPS)**
   - **Requirements, Logistics, Reporting**

2. **Training**
   - **Federal**
   - **State and Local**

3. **Vendor Managed Inventory**

US Army Corps of Engineers

ICE / WATER / LOG
Concept of Operations (CONOPS)

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Logistics Policies and Procedures were not able to be implemented. The Policies and Procedures for the logistics system lacked a universally accepted comprehensive plan of sufficient tactical detail to support the ordering, tracking and distribution of commodities. **Policy sections needed:** •Total Asset Visibility (TAV) •Comms for Log Personnel •Requirements Development **Priority: Short-term**	**Form PDT responsible for development of Policies for acceptance and implementation by Senior Leadership** **Collect and review existing documentation for inclusion.** **Date: 15 May 06** **Senior Leadership Acceptance of Policies** **Date: 1 Jun 06** **Obstacles:** **Time.** **Dedicated Personnel and funding** **(Corps = $100K; FEMA = $50K; OFA = ?)** **Completion of Policy sections.**	**PDT Lead:** Chuck Hutchins Marge DeBrot **PDT Members:** FEMA Log Scott Erickson Ernie Hudson USACE SMEs (Ice, Water, Log – Gretchen Martinsen) USFS DOT State Reps. FLA- Chuck Hagan

US Army Corps of Engineers

ICE / WATER / LOG
Concept of Operations (CONOPS)

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
FEMA Regions do not have adequate resources to support training to States and locals on the disaster resource management process. **<u>Priority</u>: Short-term XXXXX**	**Develop training proposal for funding.** **Date: 1 April 06** **Adequately fund FEMA Regions to provide sufficient technical support and training on process.** **Date: 15 April 06** **HQ-FEMA provides funds to:** ***develop training package** ***enable regions/USACE to provide training to state stakeholders.** **<u>Obstacles</u>:** **Time.** **Funding (Federal & State levels).** **Dedicated personnel and State support.**	**<u>PDT Lead:</u>** Chuck Hutchins Marge DeBrot **<u>PDT Members:</u>** FEMA Log Scott Erickson Ernie Hudson USACE SMEs (Ice, Water, Log – Gretchen Martinsen) USFS DOT State Reps. FLA- Chuck Hagan

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ICE / WATER / LOG
Total Asset Visibility (TAV)

FEMA

Issue:	Lead/PDT
Absence of common asset visibility system and process. Identify and implement a product tracking system that uses existing technology.	**PDT Lead:** FEMA Logistics (Ron Cooper) **PDT Members:** FEMA Log – Shawn Matts / USACE Log - E. Massimo DOT – V. Pearce / Stratix – K. Harris R4 – John Sutherland / IAP/Lipsey – TBD FL DEM – Chuck Hagan / FEMA PMU – TBD

Proposed COA/Timeline

Priority:

Immediate – FEMA's in-stock commodities tracked by Stratix System, Phase 1 (1 June 06)

*** Additional 20K tracking units ($20 M) required to support 2006 season.**

Short-term (27 Mar): Identify agencies (fed/state) SMEs to for PDT to continue to develop TAV actions.

Short-term: New requirements will use contractor web-based/cellphone tracking systems.

Short-term (1 May): Develop single database to support COP and track fed/state data.

Short time (1 May): Develop Common Reporting time and format needs to be determined by PDT.

Long-Term: Single Disaster tracking system to support be phased in (timeline to be developed).

Obstacles:

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ICE / WATER / LOG
Comms for Log Personnel

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Communications capabilities of Log personnel is inadequate, this hinders execution of commodity distribution and upward/downward reporting. **Priority:** SHORT TERM	**Date: 30 APR 06:** **Develop Communications Plan** **Date: 15 MAY 06:** **Resource/acquire equipment through acquisition/existing inventory** **Date: 01 JUNE 06:** **Exercise and Training** **Obstacles:** **- Funding and HQ approval** **- Time constraints** **- Standard training and team consistency**	**PDT Lead:** **FEMA MERS:** **Eric Edwards, Log Mgr** **PDT Members:** **FEMA log:** **Smitty Bell, Log Chief** **West Area Field Office, FL** **USACE:** **Doug Nestor, DTOS Chief** **Readiness Support Center** **FEMA Ops:** **Dennis Kissah, Director** **West Area Field Office, FL** **FEMA MERS HQ:** **Pat Stark, Log Mgr** **Charles Tarr** **USACE-Log/EM**

US Army Corps of Engineers

ICE / WATER / LOG
Requirements Development

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Method/process for determining daily commodity requirement is not universally understood. **Priority:** **Immediate – 1 June 06**	**Date: 30 Apr 06 - Formalize (2005 – model based) process in writing/training materials and provide to CONOPS Team for inclusion** **Date: 15 May 06 - Regions to conduct pre-season education of users (states, FCOs, OPS, all-Fed-hands).** **Date: 31 May 06 -Train, test, validate process during upcoming FEMA/DHS Table Top Exercises.** **Date: Post 01 Jun 06 - Continue to refine during Operations**	**PDT Lead:** **USACE – G.Stangeland** **PDT Members:** **FEMA Log HQ – R. Taylor** **USACE Ice – M. Judy** **USACE Water – R. Stirrat** **USACE Log – G.Martinsen** **FEMA OPS – C. Spangenberg** **FL – C. Hagan** **AL – L. Patterson**

Obstacles:

Perceived lack of confidence from leaders that process will satisfy state needs.

State differences in formulating/communicating requirements to FEMA.

Perceived necessity to inflate requirement to ensure success.

Multiple agencies ordering same commodity.

US Army Corps of Engineers

FEMA

ICE / WATER / LOG
Vendor Owned/Managed Inventories

Issue:	Proposed COA/Timeline	Lead/PDT
Lack of initial sufficient quantities of product for large-scale events. **Current contracts do not REQUIRE vendors/contractors to stockpile ice/water commodities year-round.** **Recommendation:** **- Utilize Vendor-Owned Managed Inventories** **-Contractor ownership to specified delivery points.** **-Contract bid item require pre-event stockage level/warehousing** **- Contractor requirement to deliver pre-event stockage of products with 24 hours (insured immediate availability of commodities)** **- Contractor bid item to absorb used product (with possible re-stocking/transit fee).** **Benefits:** **- Optimized use of transportation resources** **- Cost savings to Government for stand-by costs of trucking/Refrigeration trailers**	**Priority: LONG-TERM** **Negotiate for follow-on ACI contracts.** **Date: 10 March 2006 - FEMA/DHS decision needed on continued USACE management of ice and water mission for 2007 and out Years.** **Date: 10 April 2006 – Decision on incorporation in ACI ICE contract.** **Date: 1 October 2006 - In-Process Review (IPR) for new water contract** **Obstacles:** **Unknown legal issues** **Pre disaster funding**	**PDT Lead:** **USACE Contracting** **FEMA Log** **PDT Members:** **USACE Ice – Charleston District** **USACE Water – New England District** **FEMA LOG/Contracting**

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FEMA

Temporary Power Focus Group

Proposed Updates to USACE/FEMA RAP Courses of Action (COA)

US Army Corps of Engineers

Temporary Power

FEMA

Issue: #1	Proposed COA/Timeline	Lead/PDT
Mobilization of adequate installation resources i.e. PRT's, emergency power, etc. **Priority:** **Immediate**	**Milestone 1: contractor/corps will define the capabilities needed to:** **a. Install 50 generators in first 48 hours, and** **b. Manage 150 generators** **Date: 1 April 06** **Milestone 2: Develop Statement of Work with cost estimate for the 50/48/150 Target** **Date: 1 April 06** **Milestone 3: FEMA approves SOW** **Date:15 April 06** **Milestone 4: Amend pre-scripted mission assignment and**	**PDT Lead:** **USACE** **PDT Members:** **FEMA, USACE** **Obstacle:** **Committing funds to increase the pre-scripted mission assignment to meet the 50/48/150 target**

US Army Corps of Engineers

Temporary Power

FEMA

Issue: #2	Proposed COA/Timeline	Lead/PDT
Needed improvements in Communications and Data Sharing **Priority:** **Immediate**	**Milestone 1: FEMA will add USACE personnel to distribution list for weekly FEMA Logistics Readiness Report** **Date: 10 March 06** **Milestone 2: FEMA will generate detailed report of deployable generators in inventory, their capabilities, etc. and send to USACE quarterly** **Date: 30 April 06** **Milestone 3: FEMA will supply power pack trailer load configurations in support of each event mobilization.** **Date: Per event as shipped**	**PDT Lead:** **FEMA** **PDT Members:** **FEMA** **USACE** **Obstacles:**

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Temporary Power

FEMA

Issue: #3	Proposed COA/Timeline	Lead/PDT
Compile a state-by-state list of generators required at critical facilities in order to decrease the number of assessments needed and shorten the timeline on installs **Priority:** **Short-term**	**Milestone 1: Review data currently archived at RSC and make it available to PRTs** **Date: 15 May 06** **Milestone 2: Modify procedures to insure safety when using pre-existing assessments** **Date: 15 May 06** **Milestone 3: Train PRTs to use the database in lieu of assessments and to continually update it.** **Date: 1 June 06** **Milestone 4: Locate and import historical data, and make it available to PRTs** **Date: 1 June 07**	**PDT Lead:** **USACE (RSC)** **PDT Members:** **USACE** **FEMA** **Obstacles:** **1. Security for sensitive data** **2. State participation needed to accomplish Milestone #4**

US Army Corps of Engineers

Temporary Power

FEMA

Issue: #4	Proposed COA/Timeline	Lead/PDT
Reduce elapsed time from request to installation by streamlining process using advanced technology **Priority:** **Mid-term**	**Milestone 1: Investigate real time data transmission technology currently in use by PDA teams** **Date: 1 Oct 06** **Milestone 2: Adapt and deploy identified technology** **Date: 15 June 07** **Obstacles:** Acquisition of funding for equipment and training	**PDT Lead:** **USACE** **PDT Members:** **249th and FEMA and RSC**

US Army Corps of Engineers

Temporary Power

FEMA

Issue: #5	Proposed COA/Timeline	Lead/PDT
Fully implement the additional capabilities of existing GPS tracking units **Priority:** **Immediate**	**Milestone 1: Identify funding mechanism for purchase and installation of telemetry hardware** **Date: 1 Dec 06** **Milestone 2: Purchase and install telemetry hardware** **Date: 1 June 07** **Milestone 3: Provide access to Power PRTs** **a. GPS data, 15 March 06** **b. Telemetry data, 1 June 07** **Obstacles:** DHS has locked out end-user access to the TAV database for cybersecurity reasons.	**PDT Lead:** **FEMA** **PDT Members:** **FEMA** **USACE** ***Define pre-dec decision point.**

US Army Corps of Engineers

Temporary Power

FEMA

QUESTIONS?

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FEMA

Temporary Roofing Focus Group

Proposed Updates to

USACE/FEMA RAP

Courses of Action (COA)

US Army Corps of Engineers

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Success Stories

- Stock of reinforced plastic
  - CONUS – 132, 176
  - Due in on a current contract – 35, 544
  - Goal – 200, 000 by 1 Jun 06
- Identifying additional suppliers
- Ramp up in production rates
- RSC – ENGLink Database development

US Army Corps of Engineers

FEMA

Potential Successes

- 2 ft. grid applied to the reinforced plastic
- Legal sized ROE form
- US Postal Services available for distribution of flyers
- Relaxed Tarp specifications for ease of purchase
- Possible solutions to normally ineligible roofs
- Addressing status of plastic rolls in Puerto Rico and re-supply
- Door hanger with prime contractor’s phone number

US Army Corps of Engineers

Temporary Roofing

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Current Roofing Guide is dated and does not reflect current practice, requires revision **<u>Priority</u>:** *Short-term for critical elements*	Develop PDT to update and enhance the field guide. PDT will identify the critical elements and develop the timeline. Standardization of the ROE process Ramp up production rates based on QA's on ground, # of collection centers QA / QC strategy **1 Jun 06** **<u>Obstacles</u>:** HQ funding Getting a team together in time Revise guide	**<u>PDT Lead:</u>** **NWD** **<u>PDT Members:</u>** Select district PRT Roofing members

US Army Corps of Engineers

Temporary Roofing

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
ROE Database: Standardization and deployment of the database is mission critical **Priority:** *Immediate*	Standalone Access/ Excel file based on best practices of 2005. – June 2006 Ensure RSC Database is compatible with the current working database – September 2006 • Standard (ENGLink / ENGLinkLT) • Status web site • Database PRT as part of GIS PRT **Obstacles:** HQ funding Getting a team together to review the RSC database Training	**PDT Lead:** **NWD/RSC** **PDT Members:** Select district PRT Roofing members

US Army Corps of Engineers

Temporary Roofing

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
We need to more rapidly establish field offices and Resident Engineer offices **<u>Priority</u>:** *Mid-term*	Develop Fly-Away kit requirements **1 June 06** Mission critical requirements will be identified such as: satellite communication and computers, color Printers, FAX, scanners, hub/switch Recommend six fly-away kits be provided by 1 September Located at RSC - Shipped to PRT **September 06** **<u>Obstacles</u>:** HQ funding	**<u>PDT Lead:</u>** **NWD/RSC** **<u>PDT Members:</u>** Select district PRT Roofing members Logistics

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Temporary Roofing

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
In some situations there isn't enough capacity on existing A/E QA contracts **Priority:** Short-term: Review and establishment of a solicitation package, utilization policy of A/E QA's) Mid-Term: pursuing award of ACI contracts	Review capacity of standing A/E contracts in military districts Establish a solicitation package Establish policy and doctrine for the utilization of A/E QA's such as: will A/E QA's be allowed for final inspection **1 Jun 06** Pursue award of ACI contracts for QA services (Multiple missions) **Mid-Term** **Obstacles:** HQ funding	**PDT Lead:** **NWD/MVD** **PDT Members:** Select district PRT Roofing members Office of Counsel and Contracting

US Army Corps of Engineers

Temporary Roofing

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
There is no documented and agreed upon national policy for establishing eligible structures for temporary roofing **Priority:** Immediate	Draft a national standard for roofing eligibility criteria for FEMA approval i.e. living area versus property protection, attached garages versus unattached, asphalt roofs, tile roofs, flat roofs, etc. Evaluate possible alternative methods for Temporary Roofing, especially methods that might work on clay tile, slate, metal, flat or mobile home roofs **Goal FEMA/USACE MOU** **1 June 06** **Obstacles:** HQ funding	**PDT Lead:** **NWD/MVS** **PDT Members:** Select district PRT Roofing members

US Army Corps of Engineers

Temporary Roofing

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Inefficient use of 1-888-ROOF BLU **<u>Priority</u>:** Immediate	Use existing script, shorten the announcement and archive for future reference. Provide an escape button to return to main menu at every level Develop an SOP/Training Web accessible form **1 Jun 06** **<u>Obstacles</u>:** HQ funding	**<u>PDT Lead:</u>** **SAJ** **<u>PDT Members:</u>** Select district PRT Roofing members, SAJ & Public Affairs

US Army Corps of Engineers

Temporary Roofing

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
There has been difficulty in the past with enforcing contractor performance requirements, QC and damages **Priority:** Long-term	Review ACI specifications regarding contractor Quality Control and related damage clauses Ensure personnel filling the RE positions are qualified to include COR authority **1 April 07** **Obstacles:** HQ funding	**PDT Lead:** **NWD** **PDT Members:** Select district PRT Roofing members Contracting

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FEMA

Temporary Housing

Proposed Updates to USACE/FEMA RAP Courses of Action (COA)

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FEMA

Temporary Housing

- Ben Turner
- Bill Bertsch
- Gracia Szczech
- Jesse Munoz
- Leo Arbaugh
- Bonnie Greenleaf
- Roy E. Dunn
- Chris Klein
- LTC Mike Teague
- Steve Philben
- Frank Randon
- Kelley Aasen
- David Harris
- Kari Layman
- Wagner Navac
- Larry Mendoza

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Temporary Housing

FEMA

Issue: Command and Control	Proposed COA/Timeline	Lead/PDT
The existing roles and delegation of authority under a unified command are unclear. **<u>Priority</u>:** *Short-Term*	**Training and joint exercises.** **Date:** *Address at the Senior Leadership Seminar (SLS) – 17April06* **<u>Obstacles</u>:** Personalities Politics	**<u>PDT Lead:</u>** •**Frank Randon** •**Berl Jones** **<u>PDT Members:</u>** •**Liz Miller**

US Army Corps of Engineers

Temporary Housing

FEMA

Issue: State and Local Cost Share of Temporary Housing	Proposed COA/Timeline	Lead/PDT
Local and State governments do not share in the cost of group site development and therefore are not financial stakeholders. **Priority:** *Short-Term*	**Identify the incentives for State and Local participation in the process.** **Date: 01 June** **A percentage of the cost should be paid by the State and/or Local governments.** **Date: 01 June** **Obstacles:**	**PDT Lead:** •**Berl Jones** **PDT Members:** •**Human Services Policy Advisory Group**

US Army Corps of Engineers

Temporary Housing

FEMA

Issue: Standardize Data Base	Proposed COA/Timeline	Lead/PDT
There is a need for an accessible, secure, standardized database for temporary housing that tracks the complete operation. **Priority:** *Long-Term*	**Identify task force participants.** **Date: May 06** **Intergovernmental Task Force to develop the requirements.** **Date: TBD by PDT** **Merge and integrate databases with NEMIS, LIMS, TAV, and HSIN.** **Date: June 07** **Obstacles:** Funding Continuity of participants	**PDT Lead:** •Frank Randon •Berl Jones •NEMIS Development Group (Group Leader) **PDT Members:** •FEMA Logistics •USACE •Reps from IA TAC •NEMIS Development Group •HS Policy Advisory

US Army Corps of Engineers

Temporary Housing

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Develop SOPs for all phases of housing		
Direct Housing SOPs are outdated and/or not disseminated.	**Disseminate and Update SOPs. Make sure the information is provided to all stakeholders.** **Date: June 06**	**PDT Lead:** •**Berl Jones** **PDT Members:** •**HS Policy Advisory Group**
Priority: Mid to Long Term	**Update training (EMI course on housing).** **Date: June 07** **Obstacles:** Time Concept of operations is in	**PDT Lead:** •**Berl Jones** •**Pat McFarlane** **PDT Members:** •**EMI** •**RSC** •**HS Policy**

US Army Corps of Engineers

Temporary Housing

FEMA

Issue: Corps Mission	Proposed COA/Timeline	Lead/PDT
What will the Corps mission be as a result of the implementation of the IA TAC?	**Until the next operational cycle, USACE should maintain its traditional preparedness. Be prepared to deal with everything from technical assistance to turn-key.** **Discuss by FEMA/USACE leaders within next two weeks.** **-Determine what elements the Corps will perform.** **Date: 03 April**	**PDT Lead:** **•MG Riley** **•Acting Director Paulison** **PDT Members:** **•Ed Hecker** **•Dave Garratt**
Priority: *Immediate* **Obstacles:** Not able to measure performance of the IA TAC.	**Discuss at the SLS 17-18 April.** **Date:** *Mid April*	**PDT Lead:** **•Frank Randon** **•Berl Jones** **PDT Members:** **•Liz Miller**

US Army Corps of Engineers

Temporary Housing

FEMA

Issue: Pre-Identify Group Sites	Proposed COA/Timeline	Lead/PDT
There is a significant delay in providing housing because there is a lack of pre-identified potential temporary housing group sites. **Priority:** *Short-Term*	**Provide a short criteria list so local communities have an opportunity to identify potential group site locations.** **Distribute through RISC and FEMA Website.** **Date: 15 April** **Obstacles:**	**PDT Lead:** **Frank Randon** **PDT Members:** •**Bonnie Greenleaf** •**Berl Jones** •**USACE Division Emergency Managers (DEMs)** •**FEMA Regional Directors**

US Army Corps of Engineers

Temporary Housing

FEMA

Issue: Standards for Temporary Housing	Proposed COA/Timeline	Lead/PDT
State and local requirements/codes for installation of temporary housing units vary considerably.	**Utilize the national uniform building code, national electrical code, and national fire code as the standard in lieu of state and local codes.** **Amendment to the Stafford Act or implementing regulations.** **Date:** *June 2006*	**PDT Lead:** •**Berl Jones** **PDT Members:** •**OGC** •**Human Services Advisory Group**
Priority: *Short-term*	**Obstacles:** State and local resistance.	

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FEMA

Debris Focus Group

Proposed Updates to USACE/FEMA RAP Courses of Action (COA)

US Army Corps of Engineers

DEBRIS FY04

FEMA

- Confused interpretation of the 72 hour rule.

HQFEMA PA reviewing the existing memo as it relates to 44 CFR and the Stafford Act. This PDT recommends that the cost share policy be consistent between DFA and long term recovery.

HQFEMA PA

US Army Corps of Engineers

Debris Removal

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Lack of knowledge on debris eligibility and process for determining eligibility **Priority:** *Mid-term: (within 3-6 mos.)*	Define eligibility rules and eligibility process for determining eligibility in the field. Develop pocket sized handbook. **Obstacles:** NONE	**PDT Lead:** **FEMA - HQ**

US Army Corps of Engineers

Debris Removal

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Concept of operations for debris removal has not changed in many years. Are we using the correct Con-Ops? We need a fresh look. **Priority:** *Long Term (> 6 months)*	Re-evaluate current concept of operations to see if it needs Changing or updating. PDT Will develop An improved system to include new technologies and concepts to lead to reduced costs, and more efficient operation **Obstacles:** Funding, Schedule, Status-quo	**PDT Lead:** **FEMA / USACE** **PDT Members:** **State, Locals, private sector**

US Army Corps of Engineers

Debris Removal

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Unclear definition of roles and responsibilities between USACE, Coast Guard, EPA , NRCS **Priority:** *Short Term* *(By June 01.)*	At Federal-HQ level (to include agency heads), gather all parties, define existing authorities and funding, and further assign responsibilities to cover all aspects of mission. **Obstacles:** Participation by Agency Heads	**PDT Lead:** **HQ-FEMA w/ USACE Support**

US Army Corps of Engineers

Debris Removal

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Debris reporting mandate large and overwhelming. Definition of terms not common. **Priority:** *Short Term (June 1 06)*	FEMA/ USACE HQ will identify requirements for data, review current formats and determine a common format to be used in the future. **Obstacles:** None	**PDT Lead:** FEMA-HQ and USACE-HQ

US Army Corps of Engineers

Debris Removal

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Inconsistent QA Monitoring/training standards across Federal, State, Local lines. **Priority:** *Short Term*	Develop joint debris QA/Monitor training CD **Obstacles:** NONE	**PDT Lead:** USACE (RSC/MVD)-Lead FEMA- Coordination

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Debris Removal

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Lack of standard packet for demolition and private property debris removal **Priority:** Mid-term (6 months)	Packets currently in use will be reviewed by HQ's, and forms and process will be standardized where possible. Legal will review **Obstacles:** Approval by Lawyers	**PDT Lead:** FEMA-HQ / USACE-HQ

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Debris Environmental Focus Group

Proposed Updates to

USACE/FEMA RAP

Courses of Action (COA)

US Army Corps of Engineers

Debris Environmental

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
There are different levels of regulatory compliance by federal vs. local agencies/ contractors. **Priority:** *Immediate*	Uniform enforcement compliance. **Obstacles:** Differing agendas	**PDT Lead:** State Agency

US Army Corps of Engineers

Debris Environmental

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
There is a need for timely interpretation of state and federal regulations and regulatory flexibility. **Priority:** *Immediate*	Refine the process for obtaining regulatory flexibility regarding the EPA catastrophic guidance for asbestos NESHAP and other regulatory applications. **Obstacles:** Lack of defined process/ documentation for obtaining regulatory flexibility.	**Agency Lead:** EPA in coordination with other government agencies – USACE, OSHA, and state agency

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Debris Environmental

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Lack of a timely, clear and concise activation process of the Worker Safety and Heath Support Annex. **Priority:** *Short Term*	Need to develop a clear and concise process for activation of the Worker Safety and Heath Support Annex. **Obstacles:** No concise process for the activation process.	**PDT Lead:** OSHA/FEMA

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Debris Environmental

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Lack of consistent implementation of NIMS compliance throughout all agencies; impeding coordination and communication. **Priority:** *Short term – Long term*	Accelerate NIMS compliance. There must be a clear expectation for implementation of NIMS requirements. **Obstacles:** Communication of expectations Transformation of agency cultures	**PDT Lead:** FEMA

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Debris Environmental

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Insufficient pre-planning for identifying appropriate staging and disposal sites throughout the federal, state, and local levels. **Priority:** *Immediate – Long Term*	Pre-identify appropriate staging and disposal sites throughout the federal, state, and local levels and include them in the state and local emergency response plans. **Obstacles:** Time, Commitment, and Funding	**PDT Lead:** State Agency

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Debris Environmental

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Lack of contractual incentives for segregating waste streams (i.e. HHW, white goods, E waste, tires, etc.) **Priority:** *Immediate – Long Term*	Restructure contract to allow capability of offering incentives or penalties for contracting performance in relation to segregating waste streams (i.e. HHW, white goods, E waste, tires, etc.) **Obstacles:** Commitment to rewrite the contract, additional costs, and safety issues	**PDT Lead:** USACE

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Debris Environmental

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Insufficient coordination of information resulting in lack of vertical integration **Priority:** *Short Term*	Improve vertical integration (Coordination of information) by developing a process for more frequent inter/intra government agency conference calls and exchange of information and data, etc. **Obstacles:** Lack of process for fully integrated coordination.	**PDT Lead:** All Agencies

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Debris Environmental

FEMA

Issue:	Proposed COA/Timeline	Lead/PDT
Challenges with the implementation of reuse, reduction, recycling, and energy recovery **Priority:** *Immediate*	Identify outlets for reuse and recycling for different debris streams. States will develop recycling policies. **Obstacles:** It costs more money to recycle and reuse. There is a lack of infrastructure regarding consistent processes.	**PDT Lead:** State agencies for policies and USACE for contractual language and incentives

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Information and Planning Focus Group

Proposed Updates to

USACE/FEMA RAP

Courses of Action (COA)

US Army Corps of Engineers

Information and Planning

FEMA

Issue: Common Operating Picture	Proposed COA/Timeline	Lead/PDT
Issue: There has been an absence of a Common Operating Picture to reliably and efficiently collect, store, and permit display (e.g., tables and maps) and distribution of all needed data and information. Tasks: Develop comprehensive lists of essential information and databases. Validate database content and structure. **Priority:** Immediate, short term and long term	**Date:** 22 Mar 06 Share existing USACE (and others as required) EEIs and database elements with FEMA **Date:** 1 Jun 06 Complete draft list of EEI database elements and share with other partners. **Date:** 30 Sep 06 Validate USACE database content and structure **Obstacles:** Funding, new disasters	**PDT Lead:** LTC Parrott Andy Bruzewicz Mike Pawlowski **PDT Members:** Mike Smith Joel Schlagel, (CRREL) mission SMEs Dewey Harris Jack Smith (MVK) Jeff Lillycrop, (SAM) John Sharp (RSC)

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Information and Planning

FEMA

Issue: Homeland Security Information Network (HSIN)	**Proposed COA/Timeline**	**Lead/PDT**
There is no common system for operational information sharing and collaboration by the Emergency Management community, a necessary condition for communicating the components of the Common Operating Picture. **Priority:** Immediate and longer	**Date:** 22 Mar 06 Establish a working group that will identify how FEMA/USACE will use HSIN as a vehicle for sharing information between agencies. **Date:** 17 April 06 Draft report for FEMA USACE SLS **Date:** 1 June – 1 Aug 06 Conduct training and implementation. **Obstacles:** HSIN is under development, an improved culture of info-sharing is required.	**PDT Lead:** Mike Pawlowski **PDT Members:** LTC Parrott Dick Gray Richard Jacques (DHS) ESF#3 TL Divisions

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Information and Planning

FEMA

Issue: Cyber Security and Communication	**Proposed COA/Timeline**	**Lead/PDT**
Electronic communications between agencies is slowed or stopped by firewalls and security hurdles. **Priority:** Immediate and long term	**Date:** 2 April 06 Recommend a change in FEMA policy that FEMA IT/MERS include broadband internet access for all agencies at all FEMA facilities. **Date:** Future Eliminate firewall issues for disaster workers. **Obstacles:** Issues that preclude changes in current policy, funding	**PDT Lead:** Mike Pawlowski Dick Gray Andy Bruzewicz **PDT Members:** FEMA MERS/IT USACE DHS IT security leaders.

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Information and Planning

FEMA

Issue: Imagery	**Proposed COA/Timeline**	**Lead/PDT**
The capabilities of imagery technology are not being fully utilized as a response tool. •Information is needed on all imagery (and associated metadata) that has been acquired post-event of the disaster area. •Need improved rapid damage assessment. •Imagery that is acquired cannot be loaded onto the existing servers in the field offices. •High resolution imagery and interpreted products should be delivered to field activities as soon as possible. **Priority:** Immediate, short term, and longer	**Date:** 1 Jun 06 Recommend that, for each incident, maps of all imagery acquired and associated metadata be created and made available as part of the Standard Operating Procedure of ESF#5. **Date:** 22 Mar 06 Develop protocols and procedures for rapid damage assessment **Date:** 1 Jun 06 Recommend FEMA acquire bigger servers as part of their GIS suites **Date:** 2 April 06 Include GIS and high-speed network requirements in pre-deployment conference call. **Date:** 1 May 06 Develop procedures to pre-position equipment with appropriate passwords with MERS. **Date:** 30 Mar 06 Have aerial imagery contracts in place at the time of landfall. **Obstacles:** Policy, technology, and	**PDT Lead:** John Perry Andy Bruzewicz **PDT Members:** John Perry Dick Gray Rebecca Storey Ron Langhelm NGA Mike Pawlowski

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Information and Planning

FEMA

Issue: Modeling	**Proposed COA/Timeline**	**Lead/PDT**
Models for the US Virgin Islands, Puerto Rico and other OCONUS jurisdictions do not exist. Current models require update and validation. **Priority:** Immediate, Short term – long term.	**Date:** 22 Mar 06 ID FEMA damage models provided to DHS. **Date:** Within 6 months of the receipt of funding Models will be developed for US Virgin Islands and Puerto Rico **Date:** 1 Jun 06 Validation of roofing and debris models **Date:** Ongoing Share model information and results with DOE **Date:** 1 May 06 Approve MOU between USACE and DOE **Obstacles:** Funding and agency concurrence.	**PDT Lead:** Terry Siemsen **PDT Members:** Dick Gray Steve Fernandez

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Workshop Objectives:

- ***To continue the intergovernmental RAP Action Planning process initiated in 2004 and to evaluate recommendations from the 2004/2005 RAP and Senior Leaders' Seminar.***
- ***To review 2005 Hurricane Season operations and identify key lessons learned, to include recommendations from USACE and DHS/FEMA internal AARs.***
- ***To update the intergovernmental RAP, identifying courses of action and timelines with accountable agencies to include required changes and next steps in preparedness for the 2006 Hurricane Season.***

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